



KEY FINANCIAL INDICATORS JANUARY 2015

Prepared by the Office of Management and Budget

The Key Financial Indicators (KFI) provide a snapshot into the performance of the City's finances in a series of 23 indicators. It is not designed to be all-inclusive, but to provide a perspective on the major elements of the City's financial performance and if the City is performing as planned in its operating budget. As a result, the KFI:

- 1) Includes funds with significant revenues or expenditures. This typically includes all funds that exceed \$1,000,000 in a given year in terms of revenues and expenditures.
- 2) Appropriated funds that are not included because they fall below the \$1,000,000 guideline include Community Development, HOME, HOPWA, Sunday Alcohol Permits, Admissions Tax, Victim Witness, Event Management, and Viola Street Tax Increment. In addition, the Transit Fund has been excluded as it has a reimbursement-driven operation. Funds such as the Capital Projects Fund and the Utility Undergrounding Fund are not included as the funds are primarily driven by project-specific appropriations.
- 3) May focus solely on revenues, expenditures, or both, depending on the fund. Certain funds see their financial results determined by the performance of revenues rather than expenditures. As a result, only a revenue indicator may be presented with no expenditure indicator. Funds with significant personnel expenditures, however, may show both revenues and expenditure indicators.
- 4) Includes both non-financial and financial indicators. In those instances where non-financial indicators may be a proxy for overall financial health, it has been included. This includes items such as parking occupancy and zoo attendance.



Positive Trend - more than 5% over budget to the City's benefit



Neutral Trend to be Monitored - within 5% (above or below) of budget



Negative Trend - more than 5% under budget to the City's detriment

Questions related to the Key Financial Indicators should be directed to the City's Office of Management and Budget at (864) 467-4508.

Indicator #1: General Fund Property Tax Collections

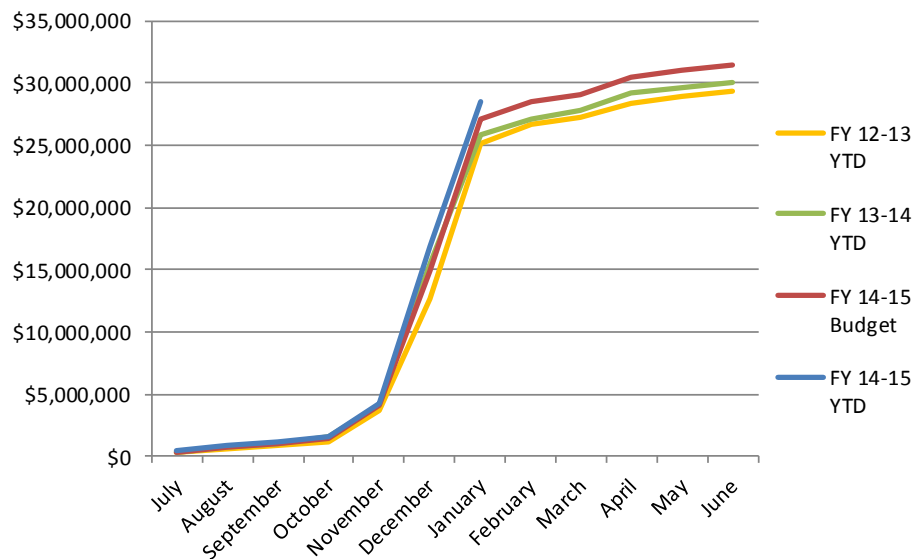


Indicator: General Fund property tax collections compared to the adopted budget weighted based on historical collections and actual results from the past two fiscal years.

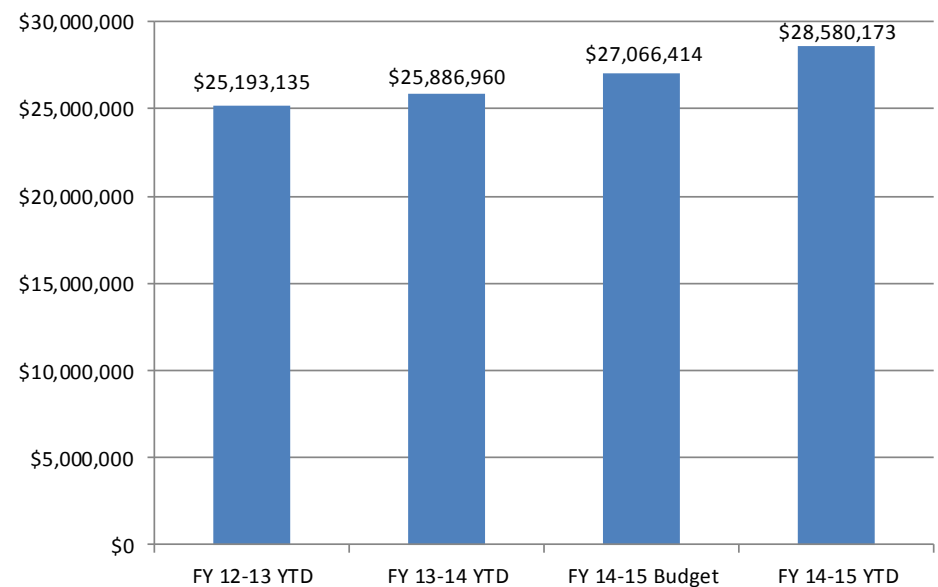
Indicator Description: This indicator shows the revenue performance of the property taxes by month to determine if funds will be sufficient to meet planned expenditures. Property tax collections occur primarily in December and January when the majority of the City's overall property tax collections are received. Greenville County mails tax notices in November. Payments between July and November and February to June are typically automobile and delinquent payments. This indicator represents 48% of the General Fund's projected operating revenue (excluding transfers, capital leases, and other financing sources).

Indicator Status Explanation: Collections are performing above FY 2014-15 budget projections and are exceeding FY 2013-14 and FY 2012-13 collections.

General Fund Property Tax Collections



Year-To-Date Property Tax Collections Comparison



Indicator #2: Locally-Collected Business License Revenues

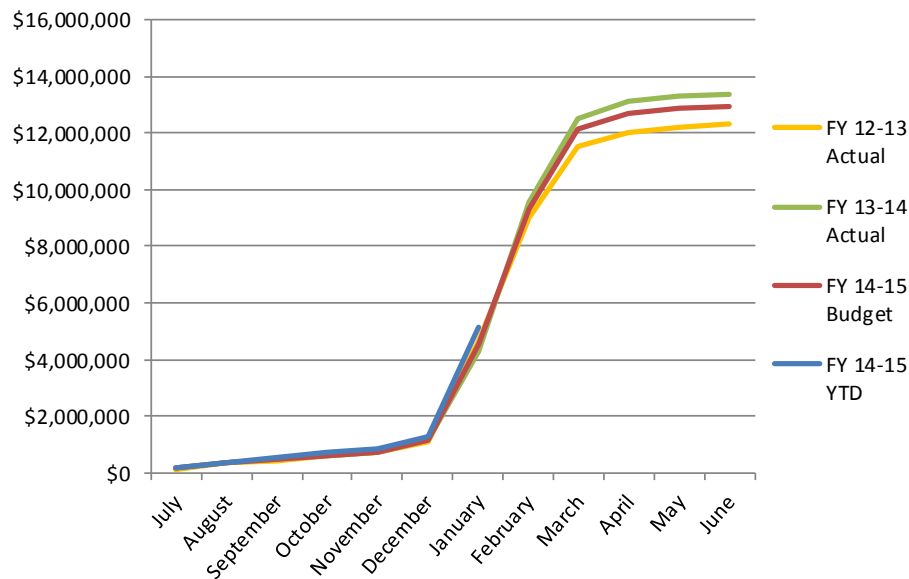


Indicator: Locally collected business license revenues compared to the adopted budget weighted based on historical collections and actual results from the past two fiscal years. This indicator excludes telecommunications and insurance business licenses collected by the Municipal Association of South Carolina, which make up approximately 14% of the General Fund's projected operating revenue, and are almost entirely collected in the last month of the fiscal year.

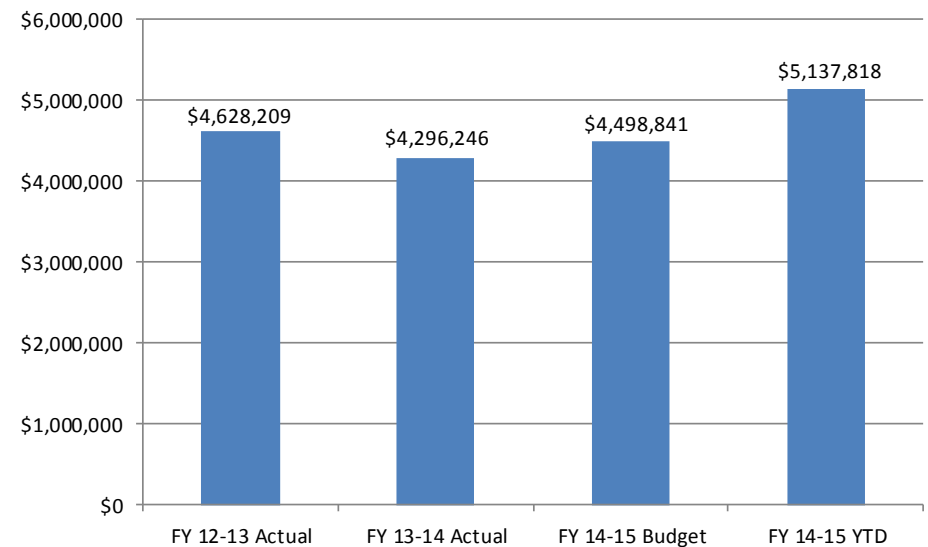
Indicator Description: This indicator shows the revenue performance of the locally-collected business licenses by month to determine if funds will be sufficient to meet planned expenditures. Business license collections occur primarily in January, February, and March when licenses are renewed. Payments before and after are typically contractor licenses, new businesses, and delinquent payments. This indicator represents 20% of the General Fund's projected operating revenue (excluding transfers, capital leases, and other financing sources).

Indicator Status Explanation: Collections are performing above FY 2014-15 budget projections and are exceeding FY 2013-14 and FY 2012-13 collections.

Locally-Collected Business License Revenues



Year-To-Date Business Licenses Revenues Comparison



Indicator #3: Building Permit Collections

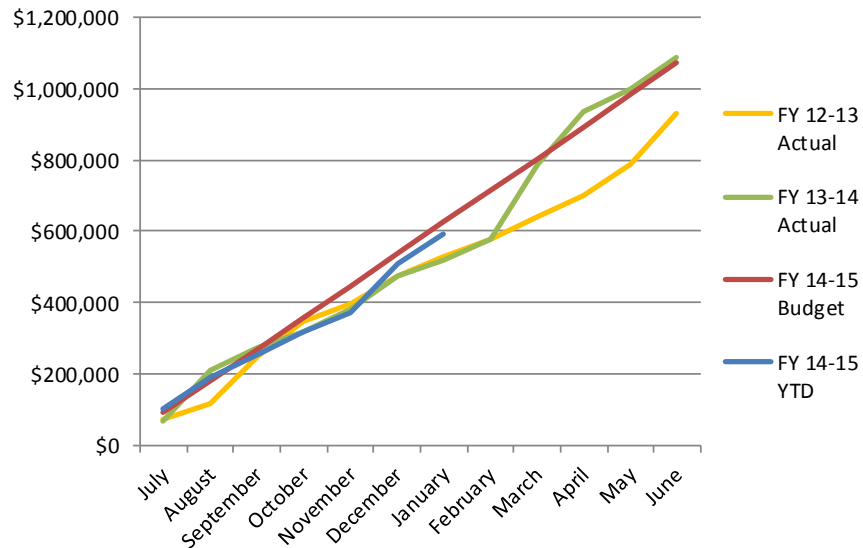


Indicator: Building permit revenues compared to the adopted budget by month.

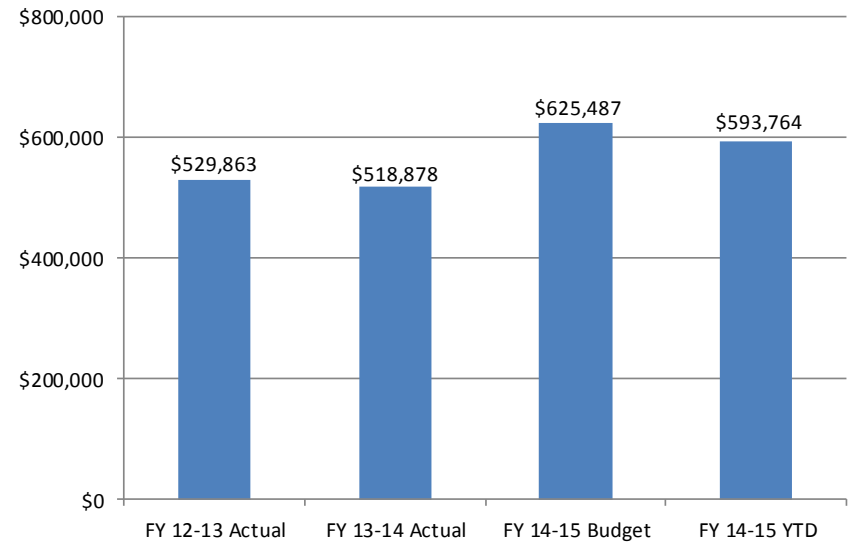
Indicator Description: This indicator shows the revenue performance of the building permits and serves as proxy for several other development-related revenues including other construction permits, building plan reviews, fire inspections, and contractor business licenses. While this indicator represents only 2% of projected operating revenues (excluding transfers, capital leases, and other financing sources), it is often a leading predictor of future financial and economic trends.

Indicator Status Explanation: Collections are performing below FY 2014-15 budget projections but above FY 2013-14 and FY 2012-13 collections.

Building Permit Revenues to Budget



Year-To-Date Building Permits Collections Comparison



Indicator #4: General Fund Personnel Expenses To Date

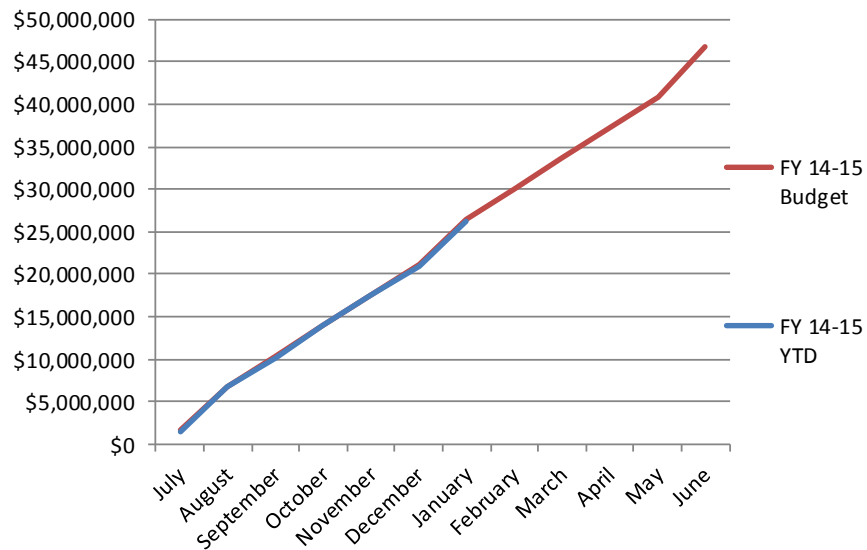


Indicator: General Fund personnel expenses (salaries, benefits and temporary services) compared to the adopted budget weighted based on the payroll calendar.

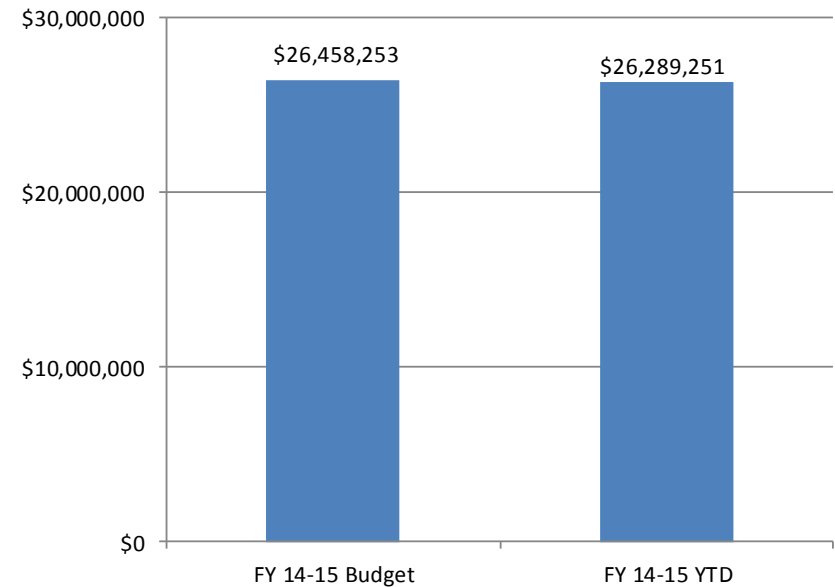
Indicator Description: This indicator shows if actual personnel expenses are performing according to the adopted budget plan. The adopted budget plan includes an annual salary savings factor of 2.25% and a 3% merit increase effective October 1. Personnel expenses make up 73% of budgeted operating expenditures (excluding transfers and debt service) of the General Fund.

Indicator Status Explanation: To date, the actual expenses for the General Fund personnel expenses are \$169,002 or less than a 1% variance from the amount that would be anticipated if the budget were averaged to the payroll schedule.

General Fund Personnel Expenses



Year-To-Date General Fund Personnel Expenses



Indicator #5: Risk Management Claims

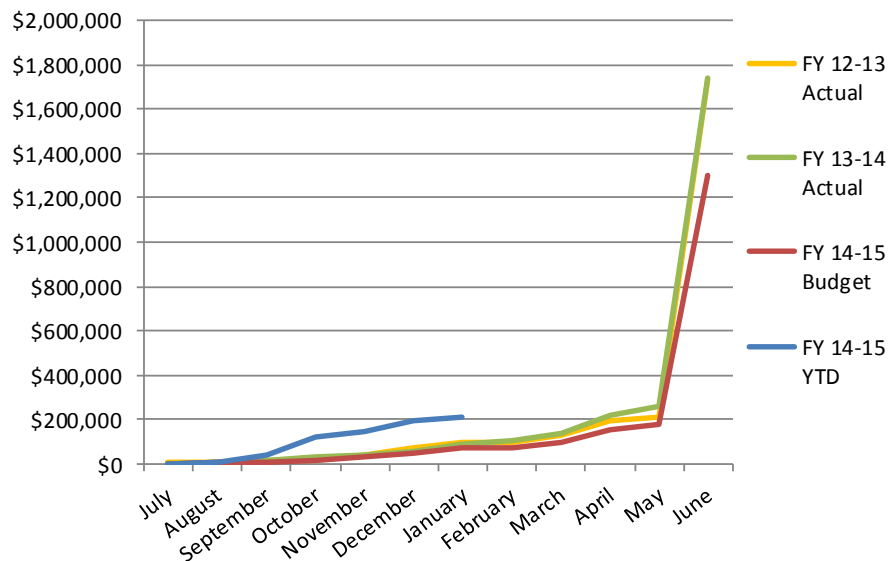


Indicator: Risk management claims (property, liability, and workers' compensation) compared to the adopted budget weighted on a monthly basis and actual results from the past two fiscal years.

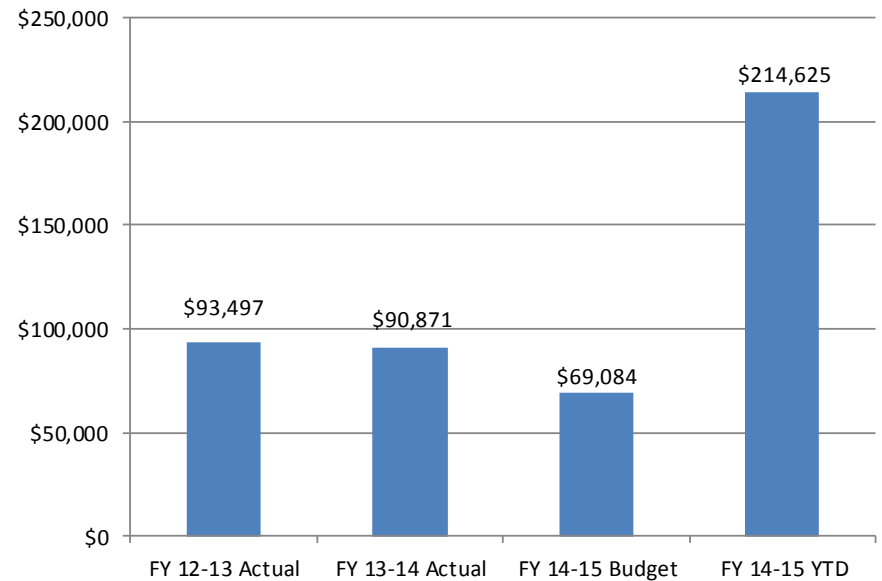
Indicator Description: This indicator shows if claims being incurred exceed historic trend and the budget. A significant year-end adjustment comes upon the completion of the annual review of the City's claims history by its actuary who estimates the value of claims incurred, but not paid.

Indicator Status Explanation: Claims to date are significantly more than the FY 2014-15 budget projections, and greater than the FY 2013-14 and FY 2012-13 actual results. The FY 2014-15 increase is attributed to worker's compensation claims related to an officer involved shooting.

Risk Management Claims



Year-To-Date Risk Management Claims Comparison



Indicator #6: Fleet Services Expenses

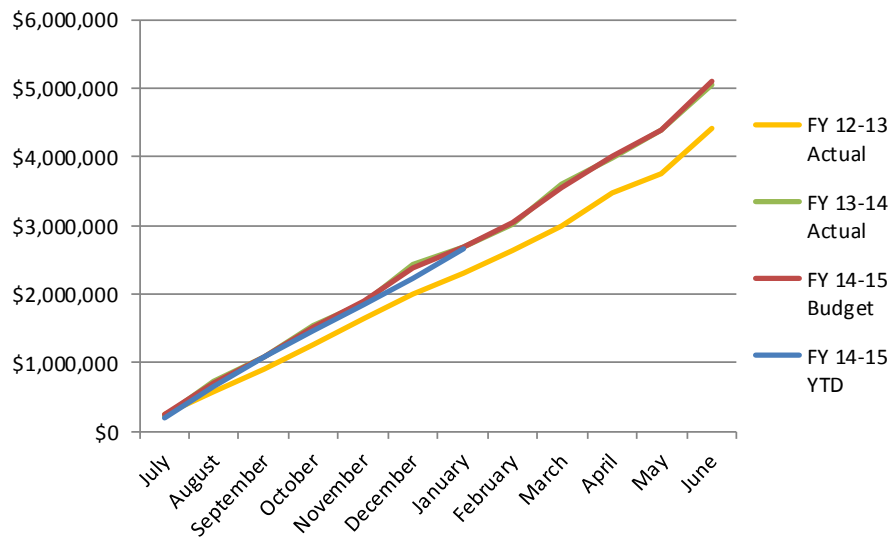


Indicator: Fleet Services expenses compared to the adopted budget weighted on a monthly basis and actual results from the past two fiscal years.

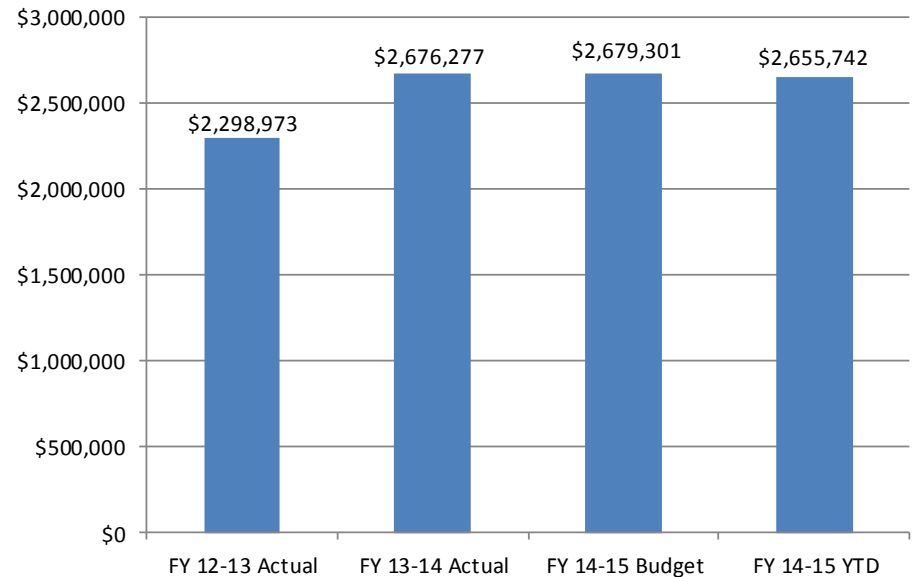
Indicator Description: This indicator shows the total expenses of the Fleet Services Fund (excluding depreciation) to determine if the total cost of fueling and maintaining the City's fleet is performing within budget and in comparison to prior years.

Indicator Status Explanation: Expenses to date are below the FY 2014-15 budget projections and the actual results in FY 2013-14 (\$20,535) but above the FY 2012-13 (\$356,769) actual results. The majority of the decrease over last year is due to decreases of \$10,077 in fuel costs, \$36,310 in outside repairs costs, \$80,297 in police car upfit costs and \$13,590 in parts costs offset by increases of \$112,775 in personnel and temporary services costs and \$14,318 in risk management costs.

Fleet Services Expenses



Year-To-Date Fleet Services Expenses Comparison



Indicator #7: Hospitality Tax Collections

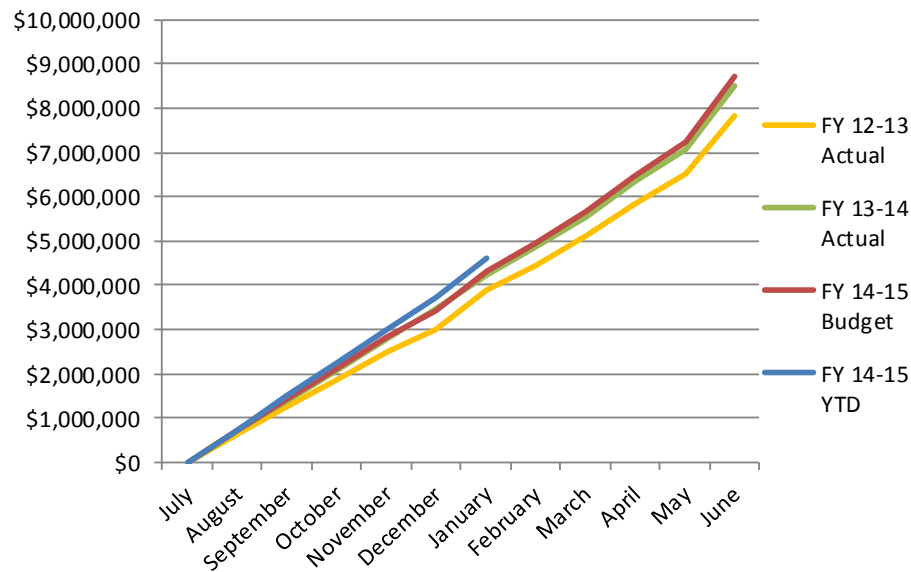


Indicator: Hospitality Tax collections compared to the adopted budget weighted based on historical collections and actual results from the past two fiscal years.

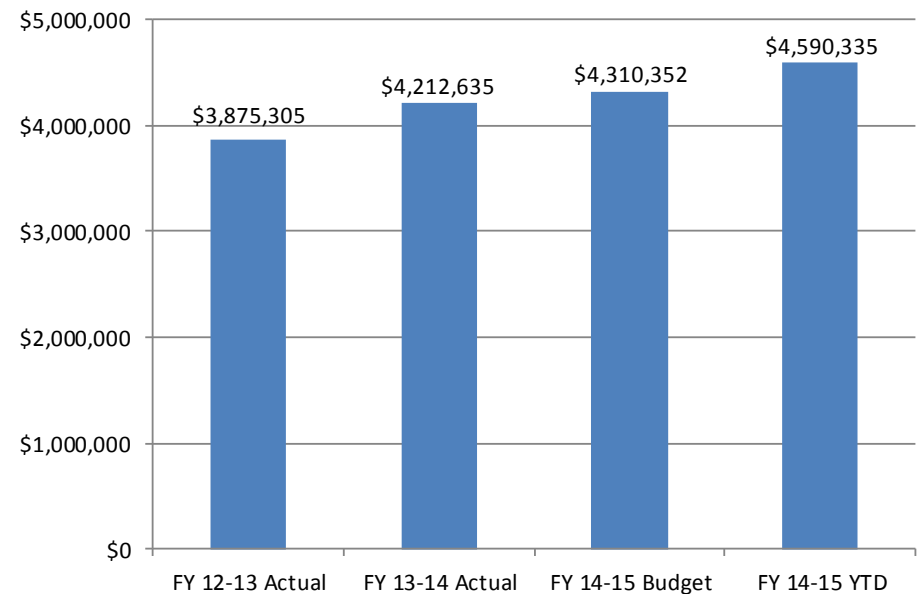
Indicator Description: This indicator shows the revenue performance of the Hospitality Tax by month to determine if funds will be sufficient to meet planned expenditures. This indicator represents 100% of all revenues (excluding transfers) in the Hospitality Tax Fund.

Indicator Status Explanation: Collections are performing above FY 2014-15 budget projections and are exceeding FY 2013-14 and FY 2012-13 actual collections.

Hospitality Tax Collections



Year-To-Date Hospitality Tax Collections Comparison



Indicator #8: State Accommodations Tax Collections

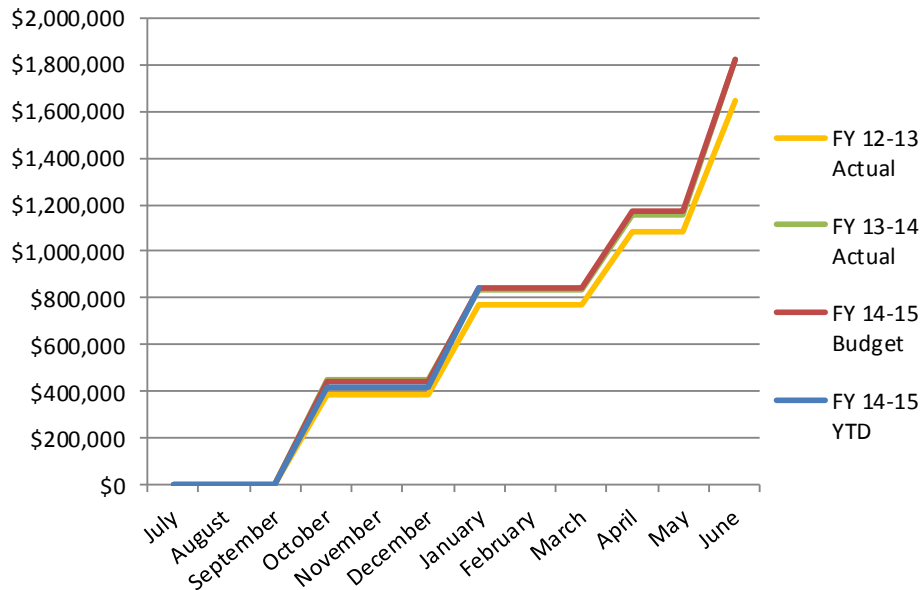


Indicator: State Accommodations Tax collections compared to the adopted budget weighted based on historical collections and actual results from the past two fiscal years.

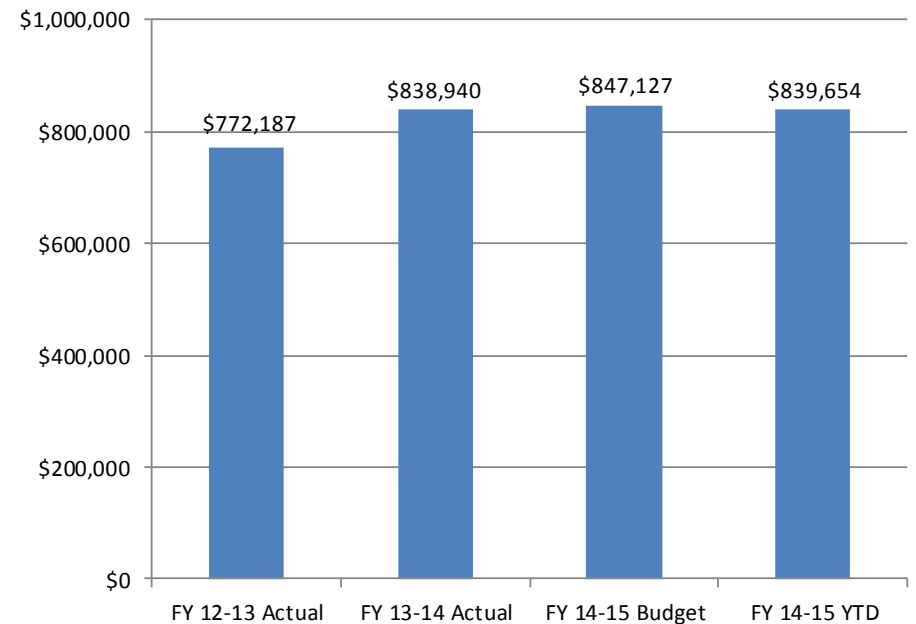
Indicator Description: This indicator shows the revenue performance of the State Accommodations Tax by month to determine if funds will be sufficient to meet planned expenditures. Collections from the State occur quarterly. This indicator represents 100% of all revenues in the State Accommodations Tax Fund.

Indicator Status Explanation: Collections are performing below FY 2014-15 budget projections, but are exceeding FY 2012-13 actual collections and on par with FY 2013-14 actual collections. A majority of the year over year static performance is attributable to a State audit of hotels' situs which discovered several hotels classified incorrectly within the corporate limits of the City.

State Accommodations Tax Collections



Year-To-Date State A-Tax Collections Comparison



Indicator #9: Local Accommodations Tax Collections

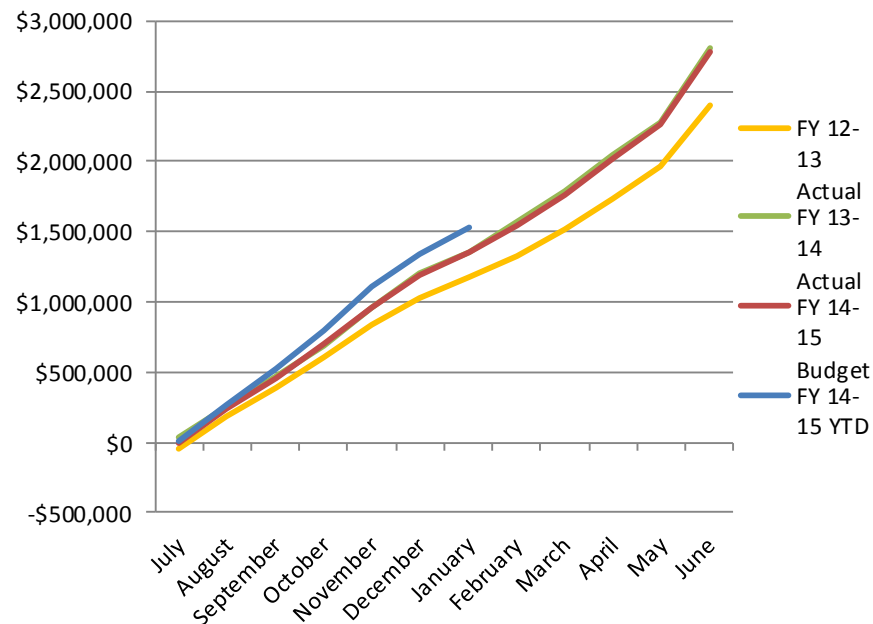


Indicator: Local Accommodations Tax collections compared to the adopted budget weighted based on historical collections and actual results from the past two fiscal years.

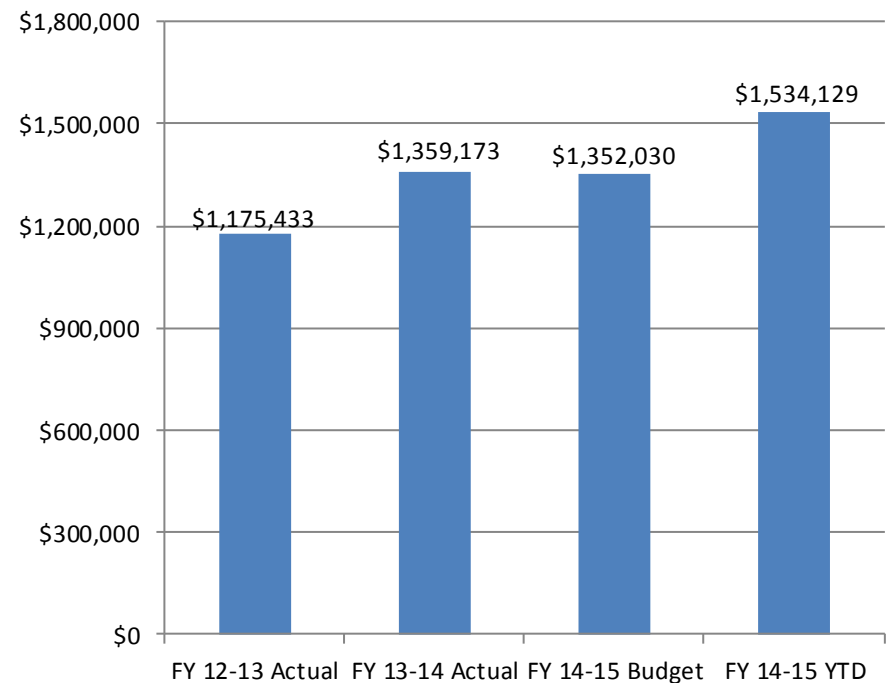
Indicator Description: This indicator shows the revenue performance of the Local Accommodations Tax by month to determine if funds will be sufficient to meet planned expenditures. This indicator represents 100% of all revenues in the Local Accommodations Tax Fund.

Indicator Status Explanation: Collections are performing above FY 2014-15 budget projections and are exceeding FY 2013-14 and FY 2012-13 actual collections.

Local Accommodations Tax Collections



Year-To-Date Local A-Tax Collections Comparison



Indicator #10: Greenville Zoo Operating Profit/Loss

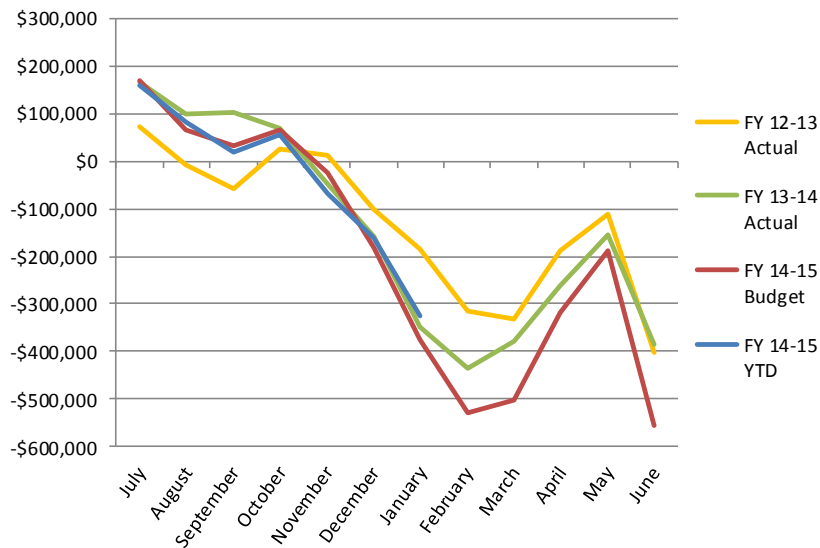


Indicator: The cumulative operating profit or loss for the Greenville Zoo.

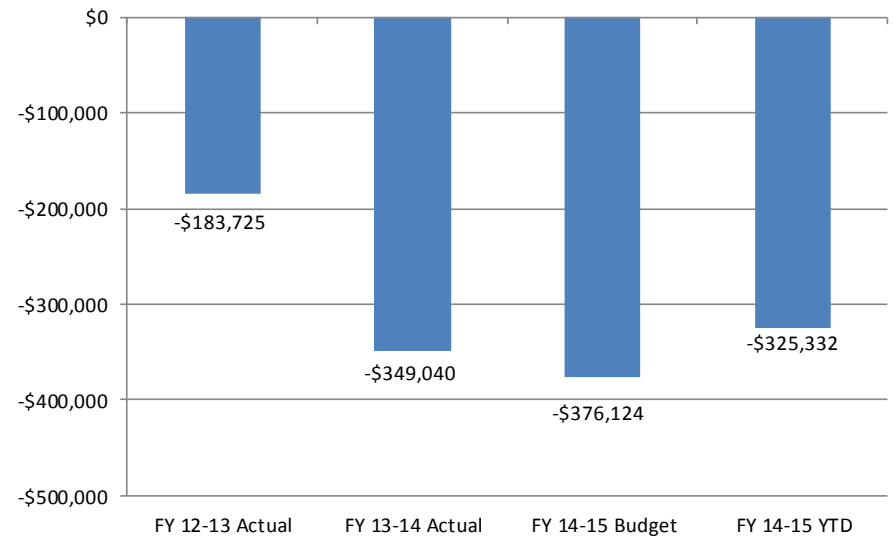
Indicator Description: This indicator shows if the Greenville Zoo is producing a profit or loss on its operating and non-operating components. This is calculated by taking operating and non-operating revenues less operating and non-operating expenses (transfers are excluded). The Greenville Zoo incurs significant operating losses in the second and third quarters of the fiscal year, with the first and fourth quarters being the most productive at the facility. The smaller the operating loss, the less Hospitality Tax subsidy is necessary.

Indicator Status Explanation: Operating revenues have decreased \$44,714 from the previous year and operating expenses have decreased \$68,422 from the previous year; resulting in a decrease in the operating loss of \$23,708. The operating loss is less than the budgeted deficit for this point in the year. The decrease in revenues is due to lower admission, gift sales and concession revenues during the current year.

Greenville Zoo Operating Profit/Loss



Year-To-Date Zoo Operating Profit/Loss Comparison



Indicator #11: Greenville Zoo Attendance

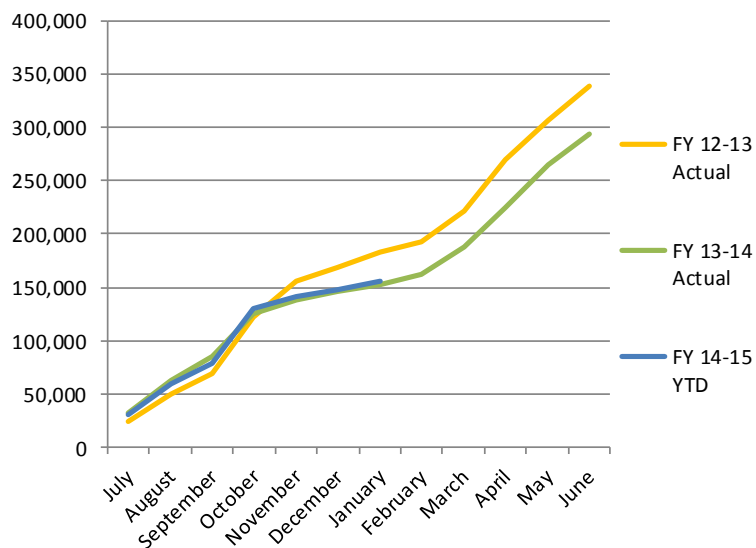


Indicator: The total number of attendees at the Zoo.

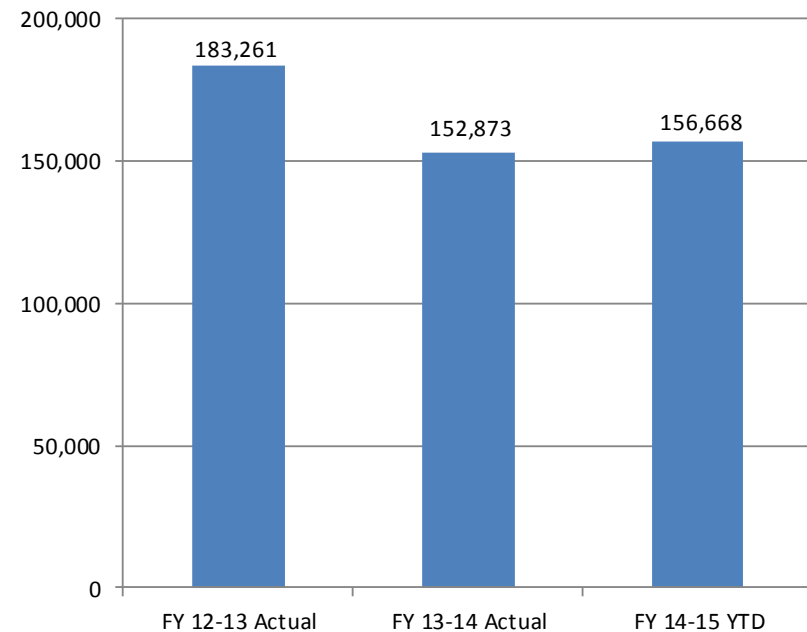
Indicator Description: The Zoo's revenues are driven largely by gates and concessions from attendees at the Zoo. The Zoo's attendance primarily occurs in the warmer months, with very limited attendance in the colder months.

Indicator Status Explanation: Attendance to date is slightly exceeding the attendance reported in FY 2013-14, but is down from FY 2012-13. The spike in attendance in FY 2012-13 was due to Kiko, a giraffe whose birth in October 2012 captured world-wide attention.

Greenville Zoo Attendance



Year-To-Date Greenville Zoo Attendance Comparison



Indicator #12: TD Convention Center Operating Profit/Loss

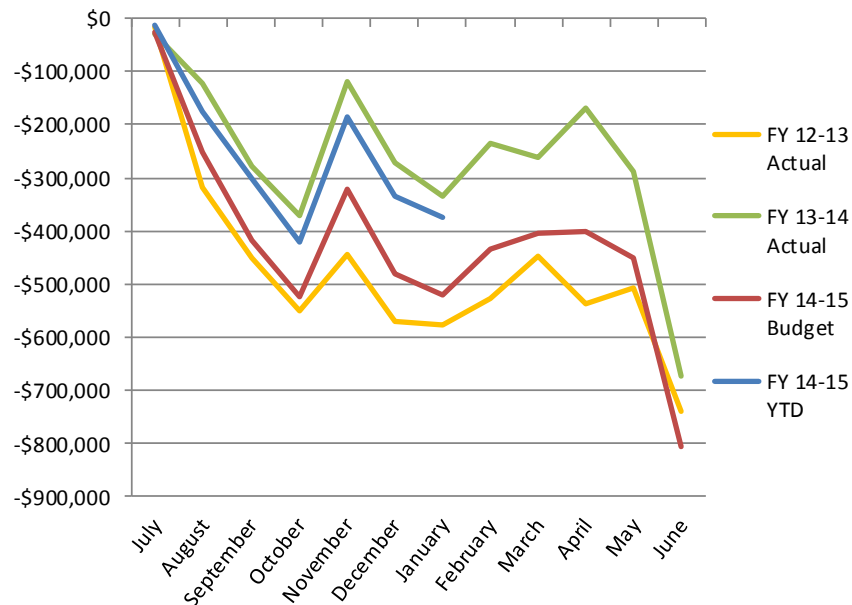


Indicator: The cumulative operating profit or loss for the TD Convention Center.

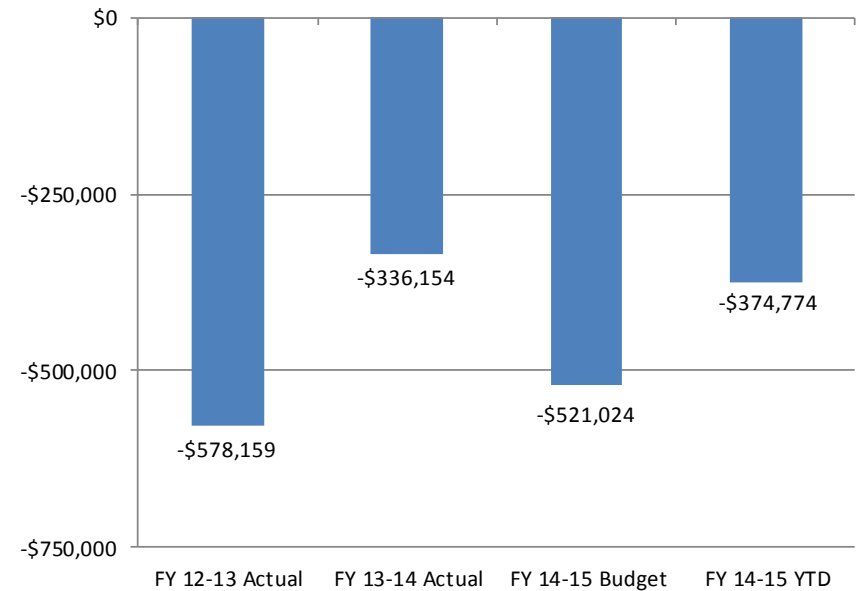
Indicator Description: This indicator shows if the TD Convention Center is producing a profit or loss on its operating component. This is calculated by taking operating revenues less operating expenses. The TD Convention Center historically incurs significant operating losses in the first and second quarters of the fiscal year, with the third quarter being the most productive at the facility. The smaller the operating loss, the less Hospitality Tax subsidy is necessary. Please note: due to timing differences, the figures below represent six months of operating results.

Indicator Status Explanation: Operating losses are presently performing better than the FY 2014-15 budget and the FY 2012-13 and FY 2013-14 actual results. Actual revenues in FY 2014-15 are lower than FY 2013-14 by \$280,704, and actual expenses are lower than FY 2013-14 by \$242,084, resulting in an increase in the cumulative net operating loss of \$38,620 from the previous year.

TD Convention Center Operating Profit/Loss



Year-To-Date TDCC Operating Profit/Loss Comparison



Indicator #13: TD Convention Center Attendance

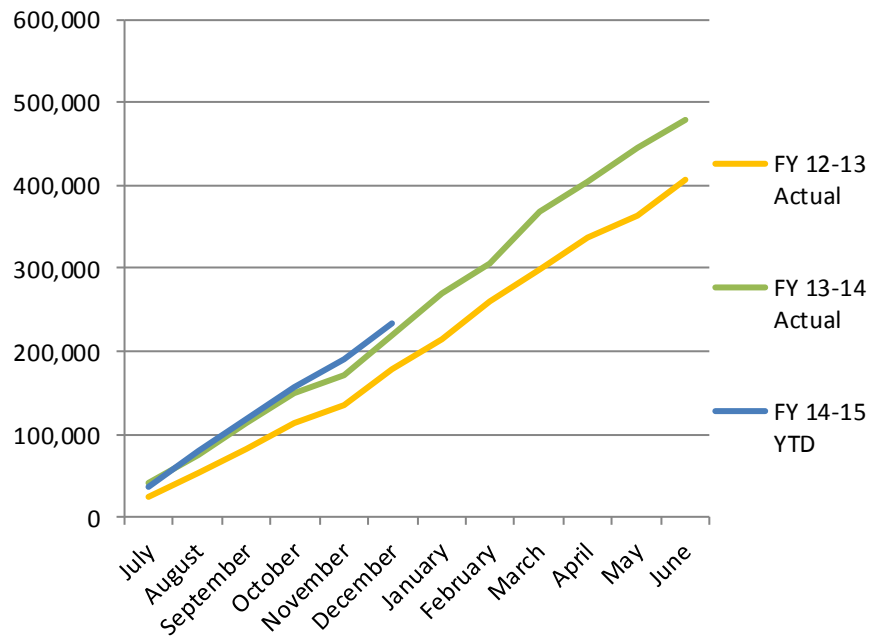


Indicator: The total number of attendees at events at the TD Convention Center as reported by SMG.

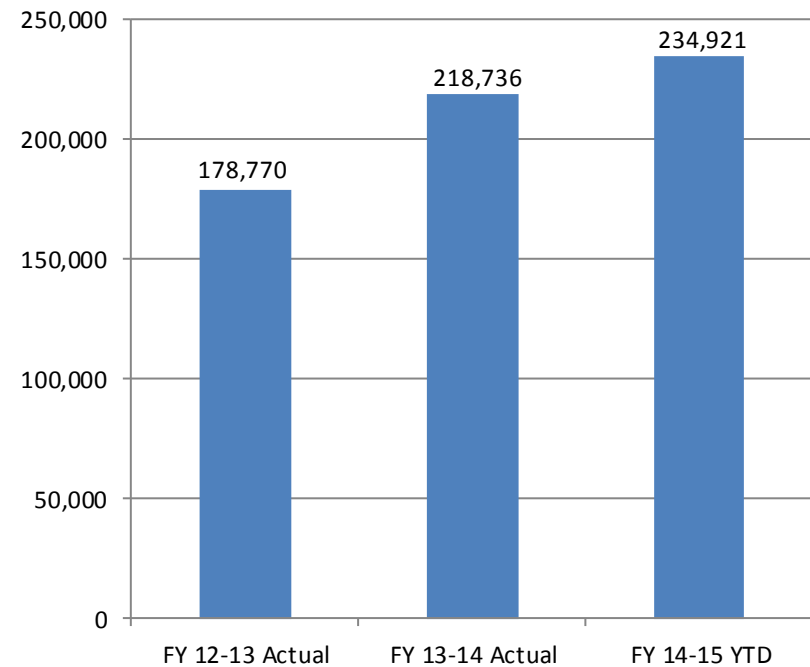
Indicator Description: The TD Convention Center's revenues are driven by the number of events, and the number of attendees at each event, at the facility. The measure serves as a proxy for the Center's utilization and its effectiveness in attracting events and patrons to it.

Indicator Status Explanation: Attendance to date has been exceeding the attendance reported by SMG in FY 2013-14 and FY 2012-13. Please note: the attendance figures represent six months of data to correspond with the financial data on page 14.

TD Convention Center Attendance



Year-To-Date TDCC Attendance Comparison



Indicator #14: Wastewater Fee Collections

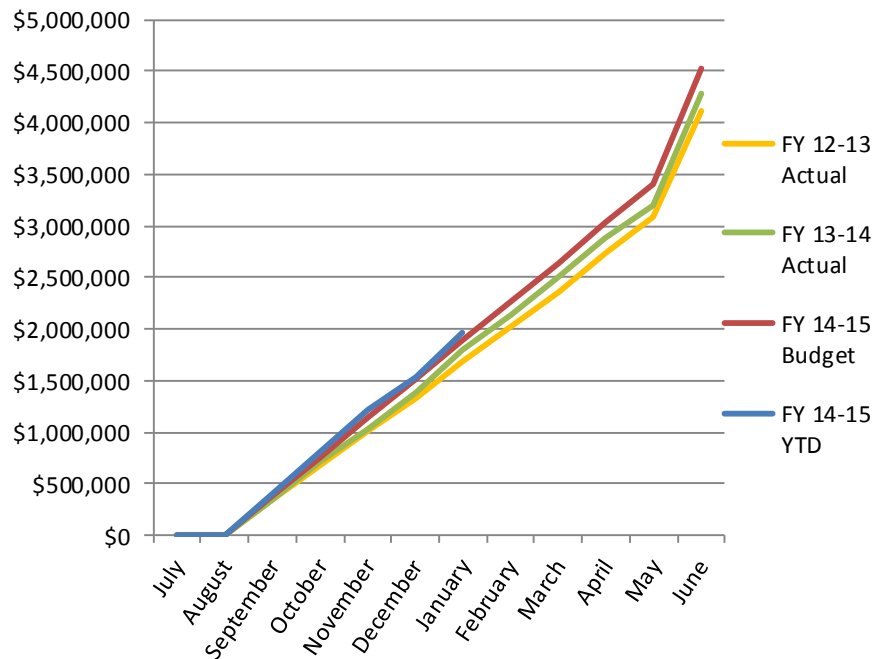


Indicator: Wastewater fee collections compared to the adopted budget weighted on a monthly collection basis.

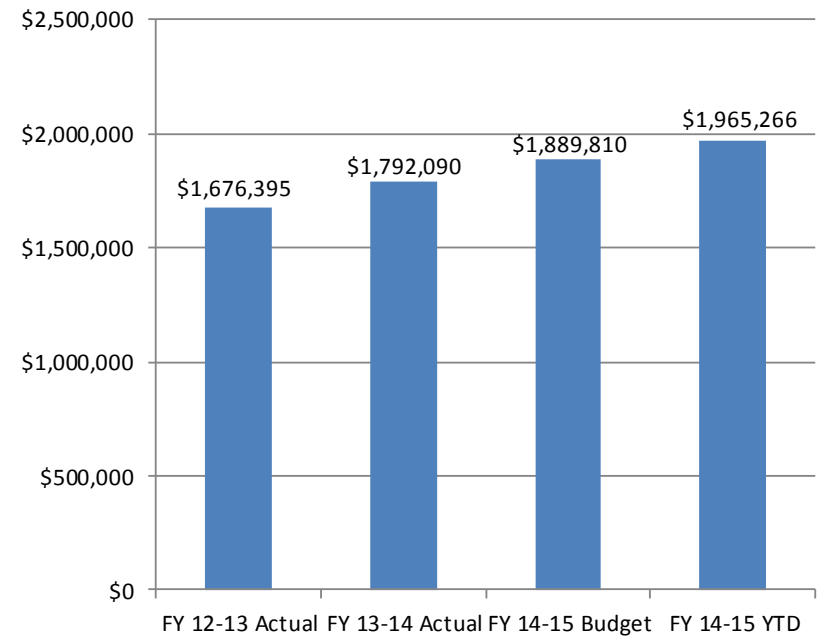
Indicator Description: This indicator shows the revenue performance of the Wastewater Fund by month to determine if revenues will be sufficient to meet planned expenditures. This indicator represents 84% of all operating revenues in the Wastewater Fund (excluding transfers, contributions, and other financing sources).

Indicator Status Explanation: Collections are performing above FY 2014-15 budget projections and exceeding actual collections in FY 2013-14 and FY 2012-13.

Wastewater Fee Collections



Year-To-Date Wastewater Fee Collections Comparison



Indicator #15: Wastewater Fund Personnel Expenses To Date

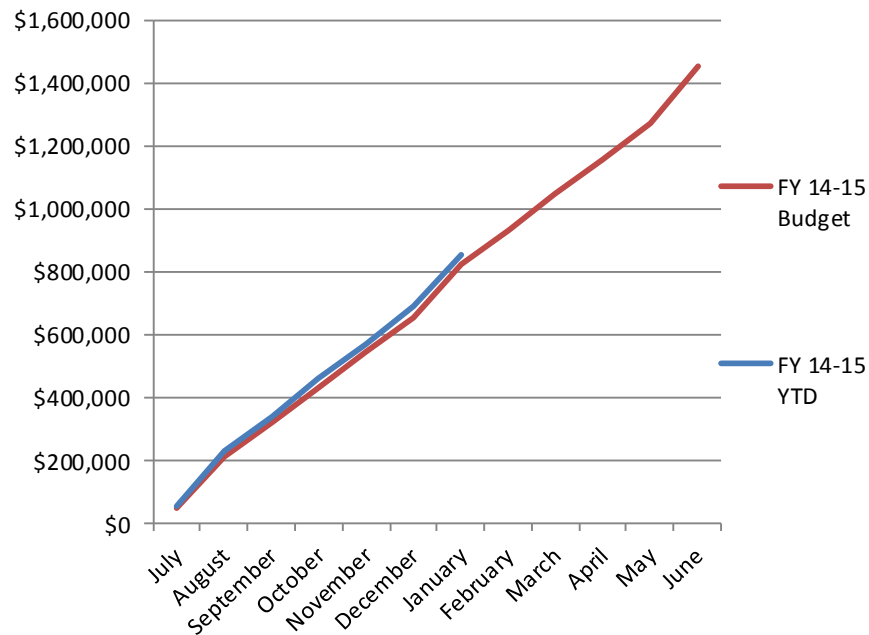


Indicator: Wastewater personnel expenses (salaries, benefits and temporary services) compared to the adopted budget weighted based on the payroll calendar.

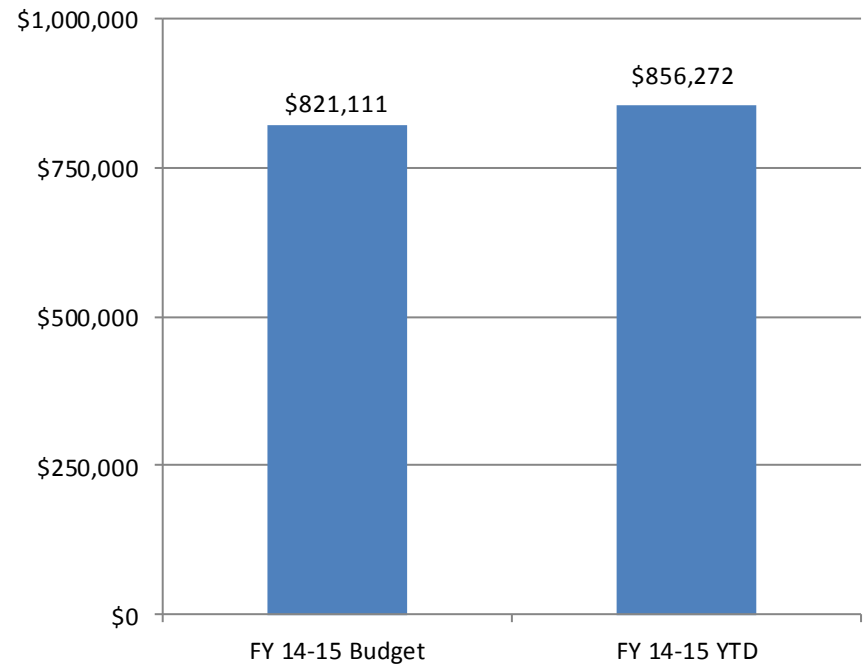
Indicator Description: This indicator shows if actual personnel expenses are performing according to the adopted budget plan. Personnel expenses make up about 49% of budgeted operating expenses (excluding debt service, transfers and capital projects) of the Wastewater Fund.

Indicator Status Explanation: To date, the actual personnel expenses for the Wastewater Fund are \$35,161 or 4.3%, above the budget that would be anticipated if the budget was averaged to the payroll schedule.

Wastewater Fund Personnel Expenses



Year-To-Date Wastewater Fund Personnel Expenses



Indicator #16: Solid Waste Fee Collections

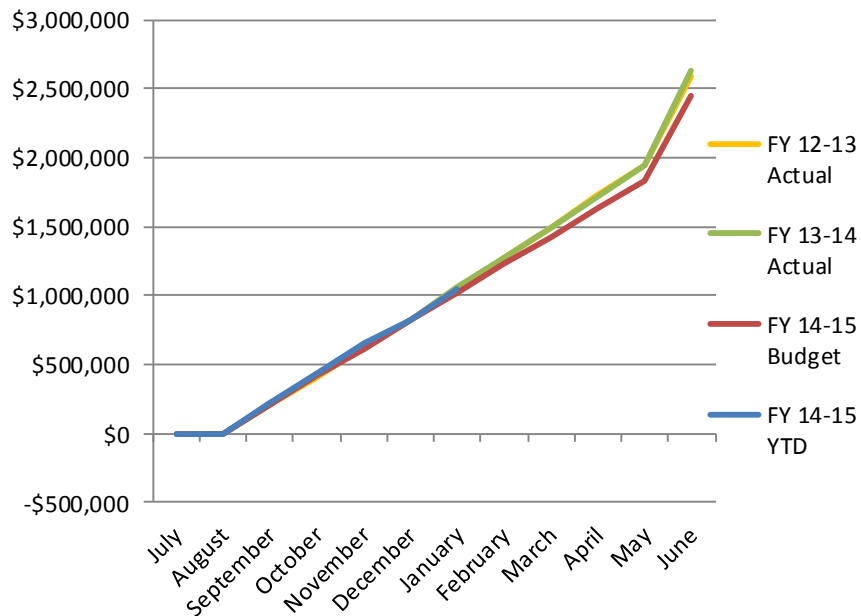


Indicator: Solid waste fee collections compared to the adopted budget weighted on a monthly collection basis.

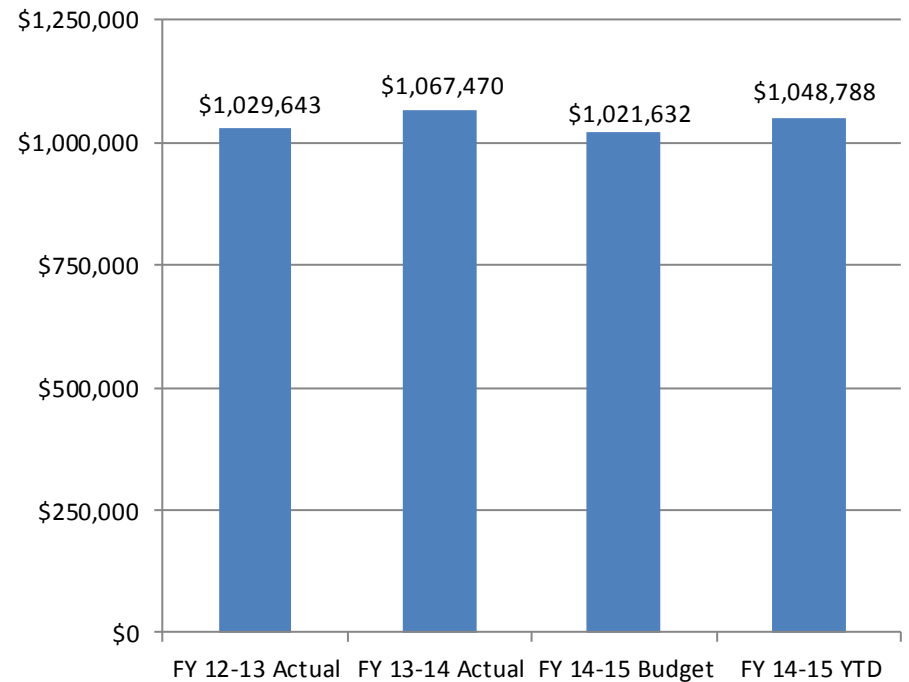
Indicator Description: This indicator shows the revenue performance of the Solid Waste Fund by month to determine if revenues will be sufficient to meet planned expenditures. Solid waste fees represent over 92% of all operating revenues in the Solid Waste Fund (excluding transfers, contributions, and other financing sources).

Indicator Status Explanation: Collections are performing above FY 2014-15 budget projections and the actual collections for FY 2012-13 but below the actual collections in FY 2013-14. Commercial municipal solid waste collections were eliminated in the 4th quarter of FY 2013-14 which is contributing to the year over year decrease in fee collections.

Solid Waste Fee Collections



Year-To-Date Solid Waste Fee Collections Comparison



Indicator #17: Solid Waste Fund Personnel Expenses To Date

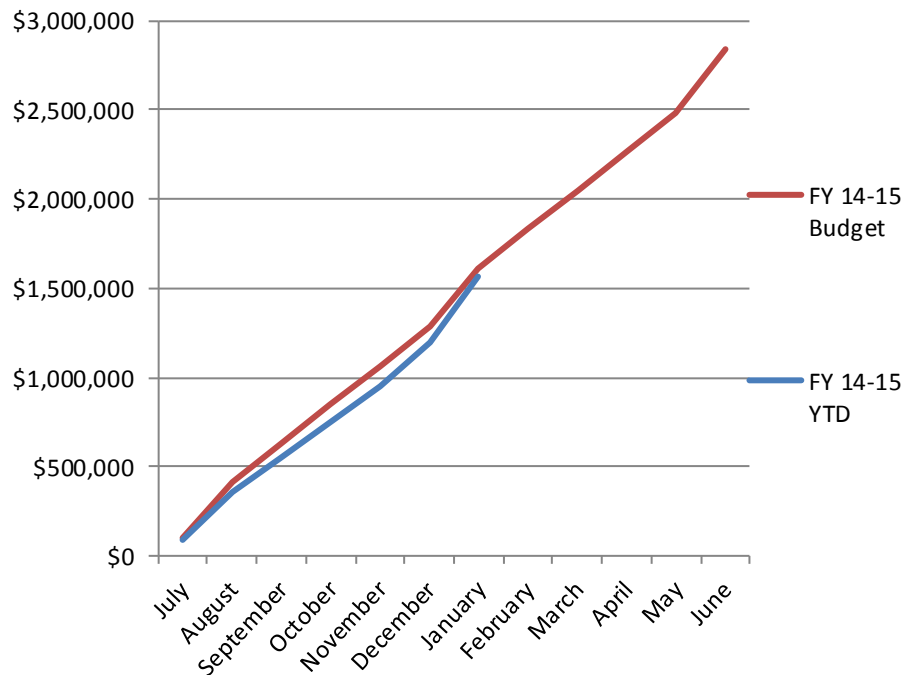


Indicator: Solid Waste personnel expenses (salaries, benefits and temporary services) compared to the adopted budget weighted based on the payroll calendar.

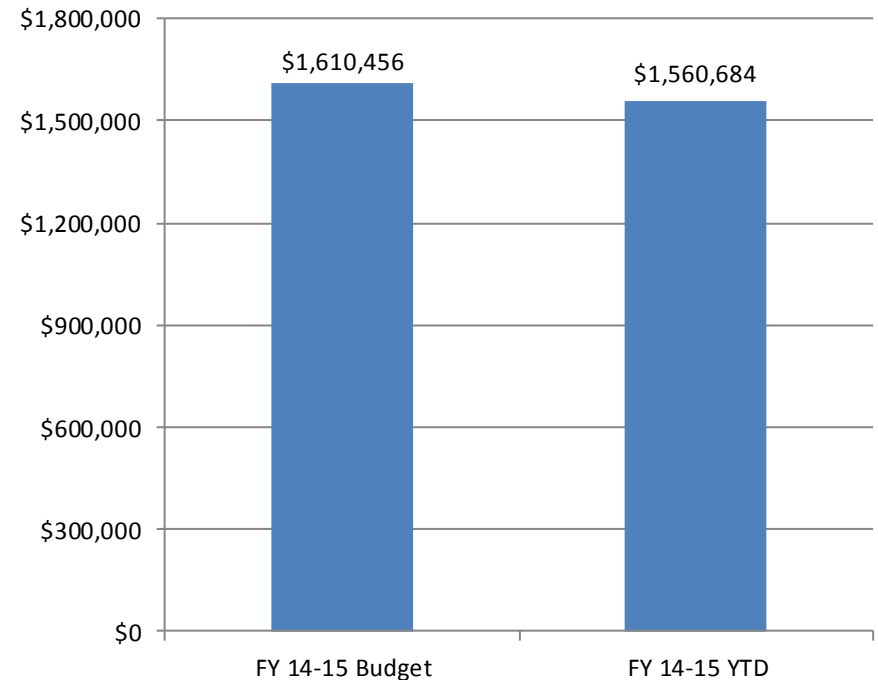
Indicator Description: This indicator shows if actual personnel expenses are performing according to the adopted budget plan. Personnel expenses make up about 54% of budgeted operating expenses of the Solid Waste Fund.

Indicator Status Explanation: To date, the actual personnel expenses for the Solid Waste Fund are \$49,772, or 3%, below what would be anticipated if the budget was averaged to the payroll schedule.

Solid Waste Fund Personnel Expenses



Year-To-Date Solid Waste Fund Personnel Expenses



Indicator #18: Stormwater Fee Collections

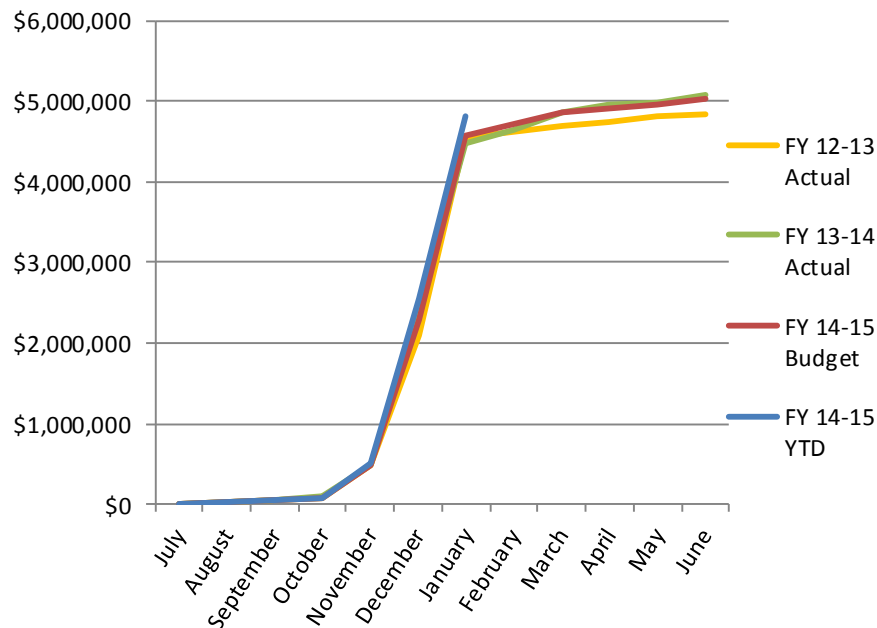


Indicator: Stormwater fee collections compared to the adopted budget weighted based on historical collections and actual results from the past two fiscal years.

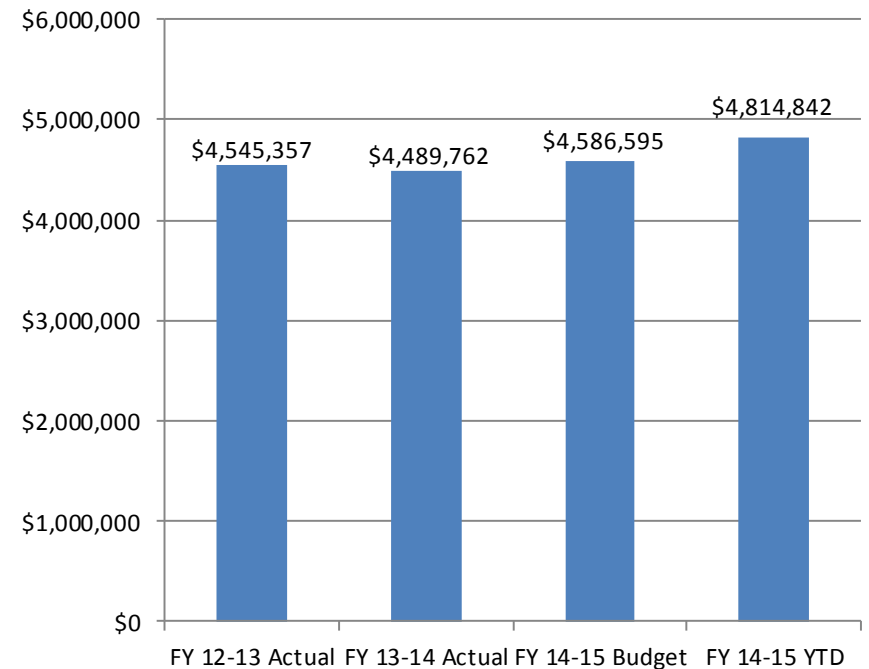
Indicator Description: This indicator shows the revenue performance of the Stormwater Fund by month to determine if funds will be sufficient to meet planned expenses. Stormwater fee collections occur primarily in December and January when the majority of the City's overall property tax collections occur after Greenville County has mailed tax notices. Payments between July and November and February to June are typically delinquent payments. This indicator represents 99.8% of all revenues in the Stormwater Fund (excluding transfers, contributions, and other financing sources).

Indicator Status Explanation: Collections are performing above FY 2014-15 budget projections and are exceeding FY 2013-14 and FY 2012-13 collections.

Stormwater Fund Collections



Year-To-Date Stormwater Fund Collections Comparison



Indicator #19: Stormwater Fund Personnel Expenses To Date

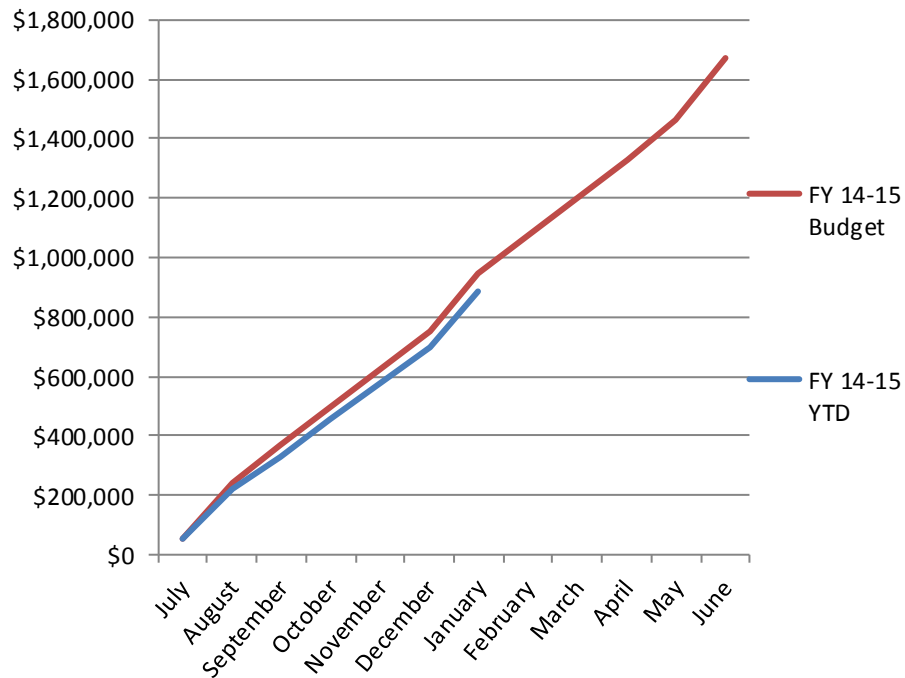


Indicator: Stormwater personnel expenses (salaries, benefits and temporary services) compared to the adopted budget weighted based on the payroll calendar.

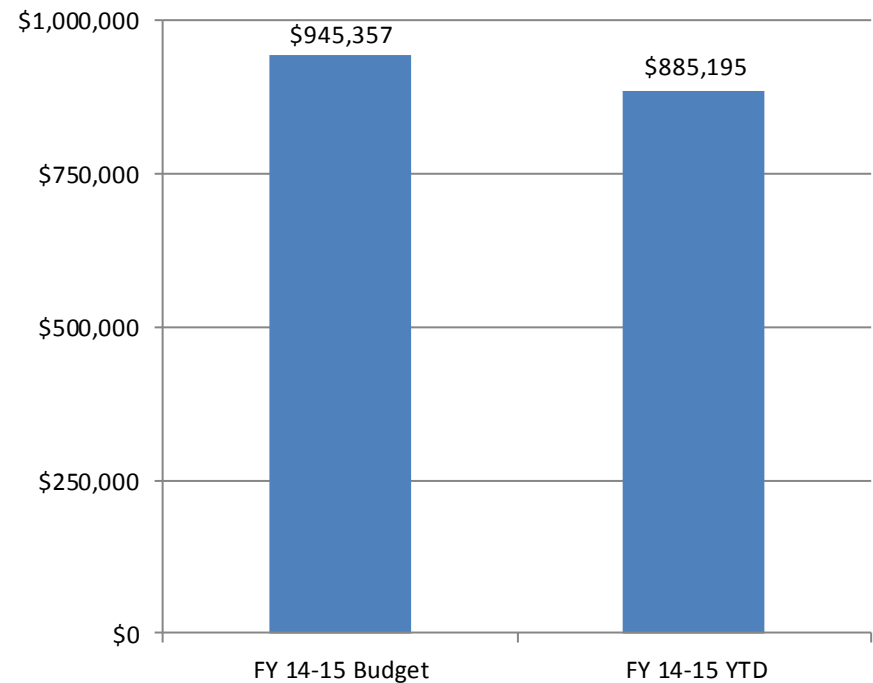
Indicator Description: This indicator shows if actual personnel expenses are performing according to the adopted budget plan. Personnel expenses make up about 52% of budgeted operating expenses (excluding debt service, transfers and capital projects) of the Stormwater Fund.

Indicator Status Explanation: To date, the actual personnel expenses for the Stormwater Fund are \$60,162 or 6% below what would be anticipated if the budget was averaged to the payroll schedule.

Stormwater Fund Personnel Expenses



Year-To-Date Stormwater Fund Personnel Expenses



Indicator #20: Parking Operating Revenues

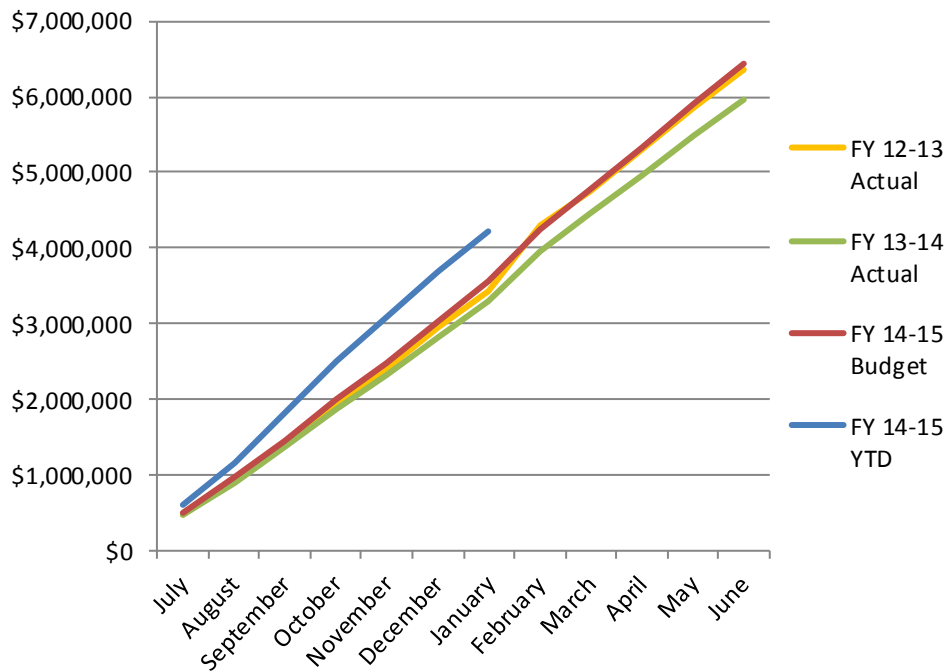


Indicator: Parking operating revenue collections compared to the adopted budget weighted based on historical collections and actual results from the past two fiscal years.

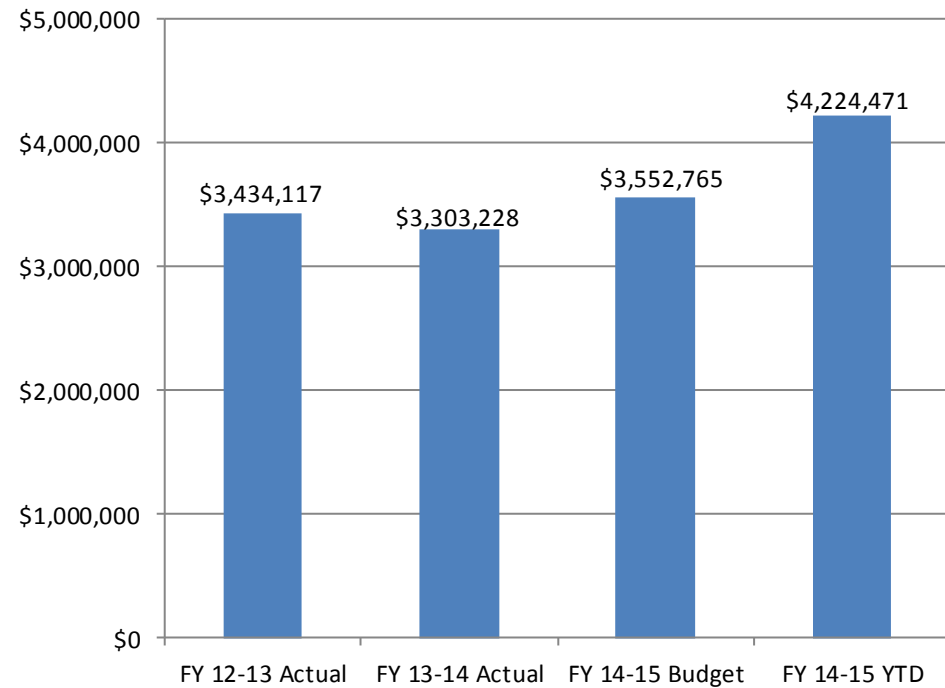
Indicator Description: This indicator shows the revenue performance of the Parking Fund by month to determine if revenues will be sufficient to meet planned expenses. Collections occur on a consistent monthly basis with a minor increase during the March and April when delinquent fees and fines are collected through the set-off debt program. This indicator represents 99% of all revenues budgeted in the Parking Fund (excluding transfers, contributions, and other financing sources).

Indicator Status Explanation: Revenues to date are exceeding the FY 2014-15 budget projections and actual results in FY 2013-14 and FY 2012-13.

Parking Operating Revenues



Year-To-Date Parking Operating Revenues Comparison



Indicator #21: Parking Occupancy Rate

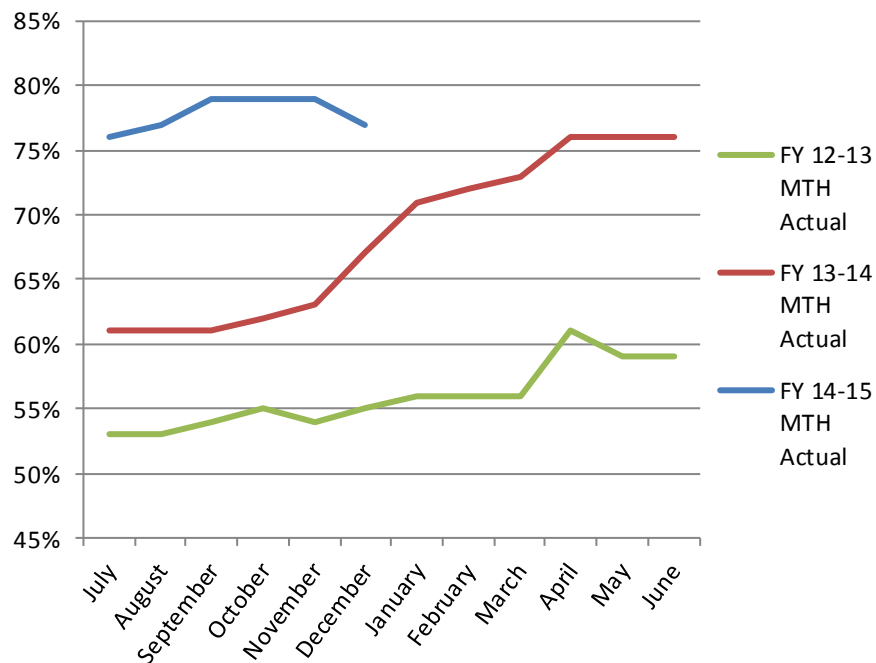


Indicator: The percentage of monthly parking permits issued to number of parking spaces available for monthly parking compared to actual results from the past two fiscal years.

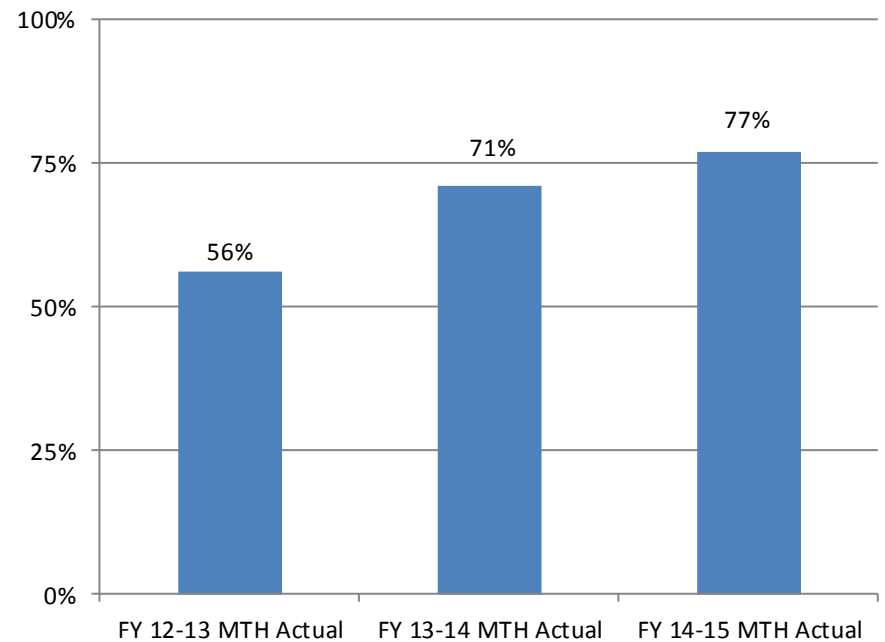
Indicator Description: Monthly permit fees make up approximately 47% of the Parking Fund's revenues in a given year. If the fund is to generate revenues sufficient to meet expenses, then monthly permits fees will need to perform as planned. This indicator shows whether or not occupancy in the garages is performing at historic trends and if the system is gaining or losing monthly parkers.

Indicator Status Explanation: The average monthly occupancy rates are exceeding occupancy rates in FY 2013-14 and FY 2012-13 due to an increase in the number of monthly parkers.

Parking Occupancy Rate



January Monthly Parking Occupancy Rate Comparison



Indicator #22: Downtown Infrastructure Fund Property Tax Collections

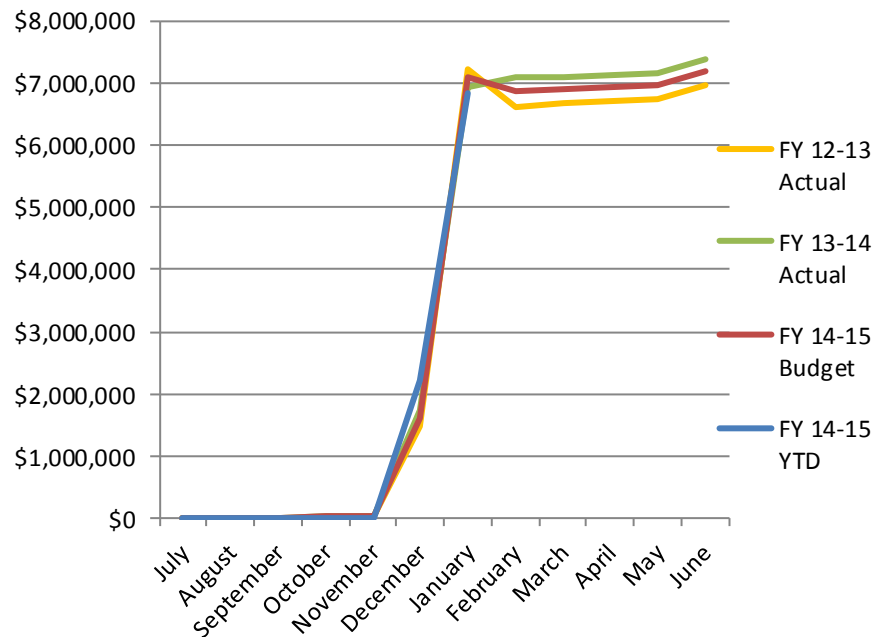


Indicator: Downtown Infrastructure Fund property tax collections compared to the adopted budget weighted based on historical collections and actual results from the past two fiscal years.

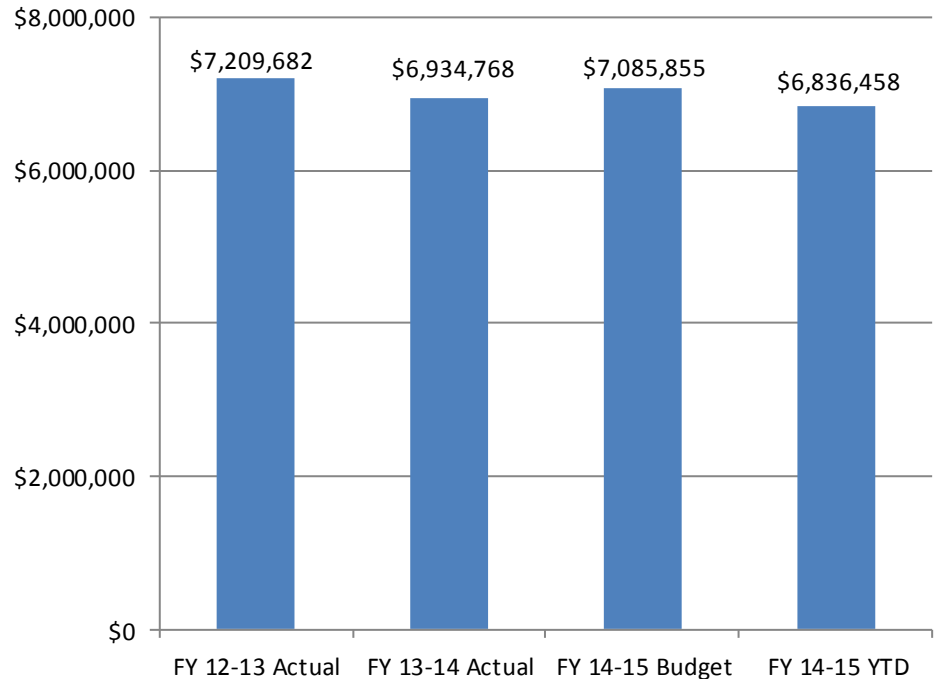
Indicator Description: This indicator shows the revenue performance of the Downtown Infrastructure Fund (DIF) by month to determine if funds will be sufficient to meet planned expenditures. DIF collections occur primarily in December and January when the majority of the City's overall property tax collections occur after Greenville County has mailed tax notices. Payments between July and November and February to June are typically delinquent payments. This indicator represents 100% of all revenues in the DIF.

Indicator Status Explanation: Collections are performing below FY 2014-15 budget projections and FY 2013-14 and FY 2012-13 collections.

Downtown Infrastructure Fund Collections



Year-To-Date DIF Collections Comparison



Indicator #23: West End TIF Collections

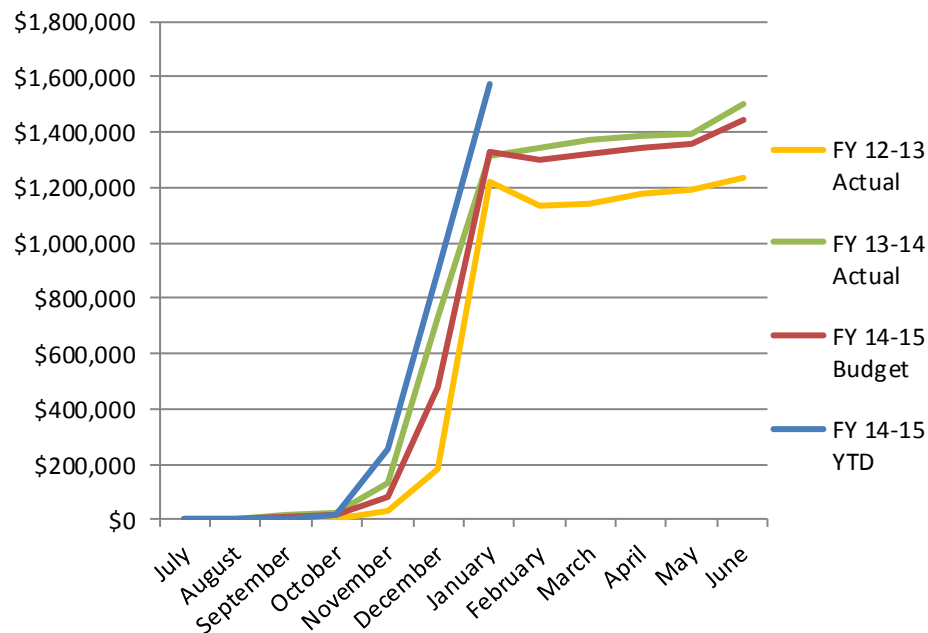


Indicator: West End TIF property tax collections compared to the adopted budget weighted based on historical collections and actual results from the past two fiscal years.

Indicator Description: This indicator shows the revenue performance of the West End Tax Increment Fund by month to determine if funds will be sufficient to meet planned expenditures. West End TIF collections occur primarily in December and January when the majority of the City's overall property tax collections occur after Greenville County has mailed tax notices. Payments between July and November and February to June are typically delinquent payments. This indicator represents 100% of all revenues in the West End Tax Increment Fund.

Indicator Status Explanation: Collections are performing above FY 2014-15 budget projections and are exceeding FY 2013-14 and FY 2012-13 collections.

West End TIF Collections



Year-To-Date West End TIF Collections Comparison

